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US Army Foreign Science and Technology Center, Unit History, FY 1963-FY 77 (unredacted)

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US Army Foreign Science and Technology Center

Unit History

FY 63 – FY 77

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US ARMY FOREIGN SCIENCE AND
TECHNOLOGY CENTER

UNIT HISTORY

1 August 1962 through 30 September 1977

INDEX

GENERAL

The United States Army Foreign Science and Technology Center (FSTC) is a separate field activity under the operating control of the Director, Development and Engineering Directorate, Headquarters, US Army Materiel Development and Readiness Command (DARCOM). The FSTC general mission is to provide all-source worldwide foreign intelligence to meet the requirements of DARCOM, Department of the Army, and Department of Defense elements. (Appendix D outlines the complete mission and functions.) Since its organization in 1962 the FSTC mission has remained relatively unchanged.

Two subordinatete Table of Distribution and Allowances (TDA) units are under the control of the Commander, FSTC: These are:

- US Army Science and Technology Center—Yokota Air Force Base—Japan

- US Army Scientific and Technical Information Team—Frankfurt, Germany.

One FSTC division, the Field Support Division, is located at Aberdeen Proving Ground, Maryland. This division was created from resources of the Scientific and Technical Information Team—CONUS and the Foreign Technical Intelligence Office, an element of the US Army Garrison, Aberdeen Proving Ground, Maryland.

Since becoming an active US Army element, FSTC has undergone four major reorganizations and has occupied four different buildings (see appendix A for details). These four locations, in order of movement, were Building A, Arlington Hall Station, Arlington, Virginia; the Munitions Building, Constitution Avenue, Washington, DC; Building T-7 at Gravelly Point, Washington, DC; and finally the Federal Office Building, Charlottesville, Virginia (see appendix F).

To provide a better understanding of the basic FSTC mission, which is to produce scientific and technical intelligence on foreign ground forces, an explanation of the concepts of operations is provided in appendix B and an explanation of tasking procedures is provided in appendix C.

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CHAPTER I – ORGANIZATION, FY 1963

The increasing emphasis placed on technological research and development since World War II, and the establishment of the United States Army Materiel Command brought about the reorganization of the Army's technical intelligence resources.

Prior to 1962 the individual technical services, i.e., Signal, Ordnance, Quartermaster, Engineer, Chemical, etc., operated independently, utilizing their own intelligence offices and facilities to meet their own special requirements. As a prelude to eventual centralization of the Army's technical intelligence resources, the Assistant Chief of Staff for Intelligence (ACSI), Department of the Army (DA), entered into an agreement to centralize the working element of the Assistant Chief of Staff's Technical Intelligence Division and most of the technical services intelligence offices. The new offices were located at Arlington Hall Station. This action was taken during the last part of the 1950s and proved to be most beneficial when the actual merger of these resources took place a few years later.

In the post Sputnik years, during the planning stages of the general Army reorganization, the question arose as to where administratively the Army's technical intelligence resources belonged–under ACSI, DA, under the newly organized Defense Intelligence Agency, or in the proposed Army Materiel Command (AMC). The decision to place the Army's scientific and technical intelligence resources under the Army Materiel Command was based on the need for intelligence on foreign research and development activities, to prevent technological surprise. (The Air Force Materiel Command and its subordinate Foreign Technology Division and the Army's recently reorganized missile development activities served as models for this new organization.)

During the planning stages of the Army reorganization, ACSI supervised an ad hoc committee charged with developing a centralized technical intelligence agency. They selected the name Foreign Science and Technology Center and began organizing functional elements along the lines of the original technical intelligence offices. Thus, the Combat Materiel Division was created from the former Ordnance Intelligence Office; the Communications and Electronics Division from the Signal Intelligence Office; the Atomic, Biological, Chemical Division from the Chemical Intelligence Office; and the General Equipment and Transport Division from the Engineer and Quartermaster Intelligence Offices. For the most part, ACSI, DA, personnel went into the Weapon Systems Office, Basic Sciences Office, and the Missile and Space Division. Support and administrative personnel were placed in the Support Division. (See figure 1).

On 1 August 1962 the Foreign Science and Technology Center was established as a Class II activity under the command jurisdiction of Headquarters, United States Army Materiel Command. The authority was General Order No. 57, Headquarters, Department of the Army, dated 27 September 1962, and General Order No. 10, Headquarters, US Army Materiel Command, dated 17 August 1962.

The Foreign Science and Technology Center began operation with "hardware" oriented personnel from the technical services, where emphasis had been on weapon characteristics. Colonel Harrison Hardin was appointed the Commanding Officer and the unit remained at Arlington Hall Station. Colonel Hardin began melding FSTC into a single cohesive unit, uniting the library and support services, developing a management system to resolve jurisdictional responsibilities, and developing standard operating procedures.

As with any newly formed organization, the Foreign Science and Technology Center experienced its share of problems during the early stages of its operation. The orderly development of the Center was delayed by personnel cuts, hiring freezes, and conflicts over jurisdictional responsibilities. The lack of full-time civilian personnel specialists delayed the recruitment process, forcing FSTC to operate at about 75% of the 363 civilians authorized.

At the end of the fiscal year a total of 51 "hardcover" studies had been produced, and FSTC was notified that they would be relocated to the Munitions Building on Constitution Avenue, Washington, DC.

CHAPTER II – FY 1964 and FY 1965

FSTC moved to the Munitions Building. Production tasking procedures changed, a new commanding officer was appointed, and the personnel problems continued.

Following the notice that FSTC would be relocated to the Munitions Building, many personnel started looking for other employment, adding to the already critical problems of recruiting and retaining personnel. The move also created security problems not present at Arlington Hall. Controlled access to the Munitions Building was maintained only during non-duty hours, thus internal security procedures had to be changed. A movement committee was established under the direction of the Support Division Chief, Dr. Bernard Lieb, and planning for the move began. Although no records from the move were retained, it is known that only a minor disruption in production occurred. The move was made during off-duty hours, and personnel reported to the Munitions Building on the morning after their move was scheduled. However, considerable difficulty was encountered in moving some of the heavier equipment into the building. The assigned floor space was inadequate from both a working and a security aspect.

On 1 September 1964 Colonel Hardin retired from the service. His replacement was Colonel Francis C. Fitzpatrick, who assumed command of the Foreign Science and Technology Center on 12 October 1964.

During FY 64, 59 "hardcover" studies were produced and 353 "unscheduled, quick reaction" requirements were answered. This represented about 65% of the scheduled production requirements. A backlog in the support area continued due to personnel shortages. In FY 65 only 51 "hardcover" studies were published while 548 "unscheduled, quick reaction" tasks were completed.

During these years it became apparent that the original organization required some revision, particularly in the support area. Several plans were drawn up and the matter was discussed with AMC Headquarters.

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CHAPTER III – FY 1966 and FY 1967

During FY 66 and FY 67 the Foreign Science and Technology Center underwent a major reorganization. Production of "hardcover" studies showed a sharp increase, but staffing problems continued to plague the Center. A new Commanding Officer assumed command of the Center, and the FSTC responsibilities and missions took on greater dimensions.

A continuous backlog of work in the support area caused most of the production delays experienced by the Center during this period. To alleviate this backlog a new Table of Distribution and Allowances (TDA) was prepared (see appendix A); three directorates were established and the former support division was reorganized. Staff offices were established to provide needed support and new branches were added to accommodate new tasking requirements being levied by DIA. Some of the changes were implemented immediately and others were phased in as personnel became available. The Center was authorized its own Civilian Personnel Office which became operational on 1 July 1967. The Plans and Operations Office was established on 1 August 1967.

The production of "hardcover" studies directed by DIA increased from 51 in FY 65 to 82 in FY 66. This trend continued in FY 67, when 95 studies were produced. Unscheduled, quick reaction requirements increased from 384 in FY 66 to 466 in FY 67. This relatively low number of unscheduled requirements allowed analysts to devote the major portion of their time to programmed production. During this period, about two-thirds of all unscheduled requirements were levied on the Combat Materiel Division to supply information on equipment being used by the Viet Cong and North Vietnamese.

On 30 March 1967 Colonel Fitzpatrick ended his tour with FSTC and was replaced by the Executive Officer, Colonel Gilbert M. Payne, who served as the Commanding Officer until 30 November 1967. On 1 December 1967 Colonel Garth Stevens assumed command.

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CHAPTER IV – FY 1968 and FY 1969

As the new Commanding Officer, Colonel Stevens began a vigorous campaign to publicize the Foreign Science and Technology Center's capabilities to support the Army's research and development activities. Recruitment efforts by the newly organized Civilian Personnel Office were most successful, and a sizeable increase in unscheduled, quick reaction requirements was experienced.

Shortly after assuming command, Colonel Stevens personally visited many installations throughout the country publicizing FSTC. In addition, a more comprehensive briefing program was developed and briefings were presented at all levels of the Defense Department. One FSTC analyst, Mr. Harold Johnson, appeared on the CBS Evening News in the spring of 1968 and presented a demonstration of the weaponry then in use in Viet Nam. A new biweekly publication, the "Scientific and Technical Intelligence Summary," started in January 1968 was disseminated throughout AMC, and to various members of the intelligence community. The success of these various actions was noted by the sharp upswing of unscheduled, quick reaction requirements, which increased from 466 in FY 67 to 928 in FY 68 and to 1725 in FY 69. This increase had a direct effect on the publication of programmed studies, which dropped from 95 in FY 67 to 80 in FY 68 and to 72 in FY 69.

After becoming fully staffed, the Civilian Personnel Office launched an extensive recruitment campaign the success of which is evidenced by the increase in personnel during the first 6 months of 1968. On 30 June 1968, 354 civilian employees were on the rolls, an increase of 73 over the 30 June 1967 figure. In addition, a spectacular reduction was noted in the civilian turnover rate. Because of the personnel problems FSTC had experienced since being organized, the agency was excused from the hiring freeze imposed during the summer of 1968.

No major reorganization took place during these two years. TDAs were prepared and submitted primarily to adjust to authorized strengths (see appendix A).

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CHAPTER V – FY 1970 and FY 1971

FY 1970 started with the rumor that the Foreign Science and Technology Center was going to be relocated outside the Metropolitan DC area. This soon proved to be fact—not fiction—and the personnel situation became most unstable. Programmed production dropped to an all time low, while unscheduled, quick reaction requests reached an all time high.

On 13 March 1970 FSTC was informed by GSA that the Office of Management and Budget had directed that the Center be relocated to the Federal Office Building in Charlottesville ,Virginia, 120 miles south of Washington. This move was to be completed by October 1970. Although no mention was made in the initial notification, FSTC was directed to make an interim move to Building T-7, Gravelly Point, starting 13 April 1970.

The estimated minimum increased costs for the move to Building T-7 were $389,000 in direct costs and $376,000 in indirect costs. The move to Building T-7 was expected to have a major impact on production. The disruption of the move would reduce operating efficiency, and many support activities would have to be suspended because it would be too expensive to establish them on a temporary basis. The FSTC Production Plan called for the completion of 154 studies and contributions, 92 of which would require a data search during the May-August period. The inevitable reduction in the library's efficiency during this period was expected to produce a critical production lag. Despite his urgent plea, however, Colonel Stevens was not able to prevent the interim move.

A preliminary moving schedule was established and the main part of the move was conducted during the third week of April. Space for some personnel and equipment was obtained in Charlottesville, and special equipment that could not be used in Building T-7 was stored elsewhere in the DC area. The move was completed on 24 April, 4 days ahead of schedule. The transition was accomplished with a minimum of delay and confusion, due primarily to the meticulously planned moving operation and the willing cooperation of all personnel involved.

Several anticipated problems surfaced as a result of the interim move. With few exceptions the entire clerical work force was actively engaged in seeking employment elsewhere. Personnel transfers and resignations caused severe clerical shortages in all elements of the Center, with the resultant production lag. The assigned space was inadequate for FSTC operations and the loss of a full-time library capability caused slippages in milestone production dates.

Planning for the move to Charlottesville was initiated immediately after closing in Building T-7. The experience so recently gained proved valuable in the preparation of timetables and moving plans. The personnel turbulence was a major obstacle to overcome; however, Charlottesville proved a good source for replenishing the almost non-existent clerical force. The DHEW agency moving from Charlottesville left many clerical employees who did not move. During May, FSTC supervisors were sent to Charlottesville to select eligible employees, and eight employees hired in Charlottesville agreed to work in the Washington area until FSTC moved. For the most part, the 75 employees hired by FSTC had been in higher grades than FSTC was able to offer. The DHEW personnel were highly capable and well trained, although not familiar with Army clerical procedures. A course of instruction in Army clerical procedures was conducted prior to the move, and the personnel reported to their new assignments with a better understanding of Army procedures. During the 4th quarter of the fiscal year the trade-off in the clerical workforce (104%) proved to be a major asset when the capabilities of these new personnel were tested during a crash program to complete the FY 71 Production Schedule.

AMC Headquarters provided assistance to the Civilian Personnel Office in handling resignations, movement orders, recruitment actions, etc. Personnel making the move with FSTC began taking TDY trips to Charlottesville, Virginia, to look for housing, and the movement committee spent many hours finalizing the plans for the move.

The actual move to Charlottesville commenced in mid-August. The Foreign Science and Technology Center officially opened at Charlottesville at 0001 hours, 24 August 1970. The move was made around the clock, and very few unexpected disruptions occurred, reflecting great credit on the movement committee. FSTC continued to operate throughout the move although at obviously reduced productivity. As the result of the move, the Foreign Science and Technology Center's Approved Operating Budget was raised from $6,839,000 to $8,117,683--an overall increase of $1,278,683 for the fiscal year.

For the first time the Foreign Science and Technology Center was required to assume responsibility for housekeeping tasks heretofore assumed by other agencies in the Washington, DC area. The Administrative Services Office was reorganized to handle expansive supply responsibility, travel requirements, and other administrative matters. Also, a Community Relations Officer was appointed.

For the most part the 202 employees who elected to move to Charlottesville found the environment a welcome change from the Washington, DC area. The Federal Office Building was a first class facility located in downtown Charlottesville. Parking, a major problem in DC, was plentiful and the view of the hills surrounding the building was superb. Working conditions had improved 10-fold over the Munitions Building and Building T-7. Security again met all standards (see appendix F).

During the ensuing period of adjustment, Colonel Stevens announced two primary objectives for the Center. First, recruitment of personnel would be aimed at quality rather than quantity. Existing professional vacancies created by the move would be filled by the best qualified personnel. Secondly the Center would undergo a major reorganization to provide a greater capability for responding to the systems approach to modern military weaponry. This reorganization would place all production divisions under a single directorate, with some shifting of functions, and split the Research and Documentation Division into two divisions. A concept plan was submitted to AMC Headquarters for approval in September 1971. After a considerable delay, approval was received and FSTC proceeded to develop an MTDA. The TDA was submitted in February 1971 and approved by AMC Headquarters in April 1971 (see appendix A).

By early 1971 it became apparent that the disruption caused by the two moves in 1970 created a serious lag in production. Colonel Stevens initiated a maximum effort program, authorizing temporary shifting of personnel and the use of overtime in an effort to complete the FY 71 production program as scheduled. By 30 June 1971, 99% of the scheduled products had either been disseminated or were at the printer. FSTC had published 90 "hardcover" studies—of 204 scheduled products. In FY 70 only 50 "hardcover" studies were published but a whopping total of 3804 "unscheduled, quick reaction" tasks were received. In FY 71, 2534 unscheduled quick reaction tasks were published.

In May 1971 FSTC underwent a manpower management survey of the new organization. While the organization was not changed, some spaces were lost. At the close of FY 71 the Foreign Science and Technology Center had an authorized civilian employee strength of 437.

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CHAPTER VI – FY 1972 and FY 1973

An FSTC employee received a Research and Development Award. A new commander was appointed. The Sensitive Compartmented Information (SCI) facility was finally established in Charlottesville. Extensive orientations were provided throughout AMC to explain how FSTC can provide scientific and technical intelligence support to assist in R&D programs. DOD Central Information Reference and Control (CIRC) systems were implemented. Authority to establish an Army field printing plant was received, and a new division was established at Aberdeen Proving Ground.

An FSTC employee, Mr. Charles G. Huie, was presented a Certificate of Achievement Award in recognition of the Research and Development Award received for technical achievement that led to the development of the US Army ribbon bridge. From his work Mr. Huie gleaned that the Soviets had developed a new tactical floating bridge that could be erected at a speed ten times faster than the US Army could erect their tactical bridge, thus giving the Soviets a decided edge in gap crossing capabilities. Through Mr. Huie's efforts in assembling, evaluating, and presenting the various pieces of intelligence data, the US Army was able to produce a similar bridge by reverse engineering. This effort saved between $50 and $55 million US R&D funds. Mr. Huie was the first analyst in the entire Intelligence Community to receive this award.

On 1 July 1972 Colonel Robert A. J. Dyer replaced Colonel Garth Stevens as the Commander of FSTC. Colonel Dyer had been involved with the FSTC operation in his capacity as Chief, Foreign Science and Technology Office, RD&E Directorate, Headquarters, AMC.

The major problem that had plagued FSTC since its move to Charlottesville in August 1970 was the lack of an adequate Sensitive Compartmented Information (SCI) facility. Interim arrangements consisted of a very small secure area which allowed the transport of SCI material from Washington, DC, twice a week. Although this allowed some screening of SCI material, it was still necessary to send analysts to Washington, DC, to screen and review the remaining SCI material. After considerable delay a contract was finally negotiated to secure the basement and the first and second floors of the three story building called the annex. On 5 February 1973 this facility was accepted as an SCI facility and the facility opened. The ELINT and Special Intelligence Branches were moved from the Washington, DC area and after almost two and one-half years all resources originally destined to be stationed at Charlottesville were together.

Plans were finalized to conduct a series of orientations designed to explain how FSTC could support the R&D effort with scientific and technical intelligence. These orientations were presented to all major AMC R&D facilities by the Deputy Director, Dr. John A. Ord, a member of AMC Headquarters, and selected FSTC analysts with special knowledge applicable to the facility being oriented.

The FY 72 and FY 73 production record was the best in history. For the first time 100% of the production goal was achieved for both years. Scheduled production increased from 204 products in FY 71 to 297 in FY 72 and to 310 in FY 73. Unscheduled, quick reaction tasks increased from 2534 in FY 71 to 2761 in FY 72 and 2918 in FY 73. Briefings stayed relatively constant with 443 in FY 71, 447 in FY 72 and 480 in FY 73. The number of visitors to FSTC decreased from 200 in FY 71, to 190 in FY 72, and 180 in FY 73.

There was a major shift in FSTC information services. Primary emphasis was placed on the DOD CIRC system operated by the US Air Force Foreign Technology Division, Air Force Systems Command, a sister agency of FSTC. All qualified raw and finished Army scientific and technical intelligence documents are put into the system by FSTC, who also provides current awareness and retrospective subject searches. This system disseminates, stores, and retrieves scientific and technical information.

In FY 72, the Field Support Division was formed. Resources from the CONUS Scientific and Technical Information Team and the former Foreign Technical Intelligence Office, Aberdeen Proving Ground (Garrison), were utilized to man this division, which was charged with the handling, storage, and disposition of DARCOM foreign materiel.

The authorized strength was reduced by five officer and five civilian spaces in FY 72; however, a gain of 21 civilian spaces occurred in FY 73. In FY 72, the quality of the workforce was upgraded by the addition of 12 University of Virginia professors and associate professors who were hired as consultants to assist in researching highly specialized scientific and technical areas not covered by onboard analysts.

A June 1973 manpower survey verified the authorized strength of 47 military and 453 civilian spaces.

CHAPTER VII – FY 1974 and FY 1975

An influx of visitors, the Middle East War, and requests for S&TI briefings highlighted this period. The onboard and TDA average grade was reduced to 9.20. Travel restrictions curtailed external briefings considerably, and an Army field printing plant established.

The number of briefings presented increased from 480 in FY 73 to 950 in FY 74, and a program was started to microfiche all approved briefings to satisfy the many requests that could not be honored by personal briefings. This program became viable in FY 75 when severe limitations were placed on travel funds. Only 275 briefings were presented during this fiscal year, these mostly in the Washington, DC and surrounding area.

The number of visitors to FSTC increased from 180 in FY 73 to 360 in FY 74 and 508 in FY 75. This increase was directly attributable to the Middle East War. The Field Support Division, Aberdeen Proving Ground, MD, received 1898 visitors in FY 74 and 817 in FY 75. These visits were in groups of from 3 to 20 to view equipment.

The publication of scheduled products dropped from 310 in FY 73 to 213 in FY 74 and increased to 255 in FY 75. Unscheduled, quick reaction tasks increased from 2918 in FY 73 to 3037 in FY 74 and decreased to 2893 in FY 75. Despite the increase in requests for briefings and the increase in the number of visitors to FSTC, the completion record for scheduled production was 99% for both fiscal years.

In July 1974 FSTC was directed to reduce the TDA average grade to the onboard goal of 9.20. To accomplish this, it was necessary to reorganize some of the divisions in the Intelligence Production Directorate from three to two branches. In addition, it was necessary to downgrade many GS-12 and GS-11 analytical positions to the GS-09 and GS-07 levels to meet the average grade conditions established by AMC. This degradation of analytical grades, which forced many below the journeyman level of GS-11, did not improve the quality of the workforce. By December 1974 FSTC had reduced the TDA and onboard average grade to the 9.20 goal.

An influx of Arabic documents to be translated created a decided increase in the workload of the translators. Three Arabic translators were hired on an overhire basis to augment the translator staff. At the end of this period an estimated 2 to 3 more years will be required to eliminate the backlog.

In March 1974 the first edition of the FSTC Library Index of Publications (FLIP) Vol I, Studies, was published. In 1975 this volume was republished along with FLIP Vol II, Exploitation Reports.

In May 1974 the Defense Documentation Center (DDC) On-Line Terminal was installed in the library. This secure system provides access to some 1,000,000 technical reports covering completed research and development, the work unit file for on-going research projects, and the program planning file. Most of the translations produced by FSTC and the US Air Force Foreign Technology Division are input to DDC and are available through the on-line system.

In December 1974 a project was started to enter all bibliographical data into the computer and produce computer indexes, rather than producing 4x6 catalog cards on the MTST. By May 1975 programming and data entry had progressed to the point that production of 4x6 catalog cards ceased and the Library began receiving computer-produced indexes by key word, author, personality, facility, document, and accession number.

In March 1975 a punchcard-based accession list of Sensitive Compartmented Information (SCI) was started to provide some access to this materiel before documents were available through the CIRC system and to provide access to other documentation that cannot be put into CIRC.

In May 1975 the library card-catalog was automated with computer printed indexes by key word, author, facility, report, and accession number.

At the end of FY 75 the Library established on-line access through commercial services to data bases such as Chemical Abstracts, Physics Abstracts, Engineering Index, Science Citation Index, and the files of the National Technical Information Service. This greatly improved our sources of free-world scientific and technical data and supplemented data available through CIRC.

In FY 75 the FSTC Army field printing plant was finally established. This made possible a considerable increase in printing production and a dramatic reduction in the length of the publishing cycle from the author's draft manuscript to finished publication.

Personnel strength remained fairly constant during this period. Four officer spaces were withdrawn as part of the Army's 16 division build-up. A manpower survey was conducted in June 1975 and the authorized strength was again verified.

CHAPTER VIII – FY 1976, FY 197T and FY 1977

Successful accomplishment of production goals continued to be achieved. A new commander was appointed. A new tasking concept was introduced. A new FSTC computer simulation of radar impacted on Army, Navy, and Air Force R&D. Stringent average grade goals were established. FSTC reorganized.

Scheduled production goals during this period continued to range at 99% completion. During FY 76 227 scheduled products were published and 276 were published during FY 7T and FY 77. Unscheduled products, direct support tasks, and quick reaction production ranged from 2738 to 3106 in FY 7T and FY 77. Scientific and Technical Intelligence briefings increased from an all-time low of 275 in FY 75 to 673 in FY 76 and 477 in FY 7T and FY 77. Visitors, including many general or flag rank officers, dropped from 508 in FY 75 to 288 in FY 76 and then increased to 922 in FY 7T and FY 77.

On 16 July 1976 Colonel Claire Reeder replaced Colonel Robert Dyer as the Commander.

During FY 76 a new tasking concept, generic study, was introduced. This concept requires projections for a 20-year life cycle of equipment or systems, as opposed to the former requirement of only ten years. Because this new concept requires more in-depth analytical expertise and resources, Colonel Reeder requested that Headquarters, DARCOM conduct a manpower survey to assist in identifying additional manpower requirements. This survey was conducted in April 1977, and the requirement for an additional 57 civilians was established. This finding was forwarded to the Department of the Army, but could not be honored due to a cutback in the General Defense Intelligence Program resources (GDIP).

During the period a computer model of radar systems, developed at FSTC to aid vulnerability analysis of foreign equipment, produced results not available by other means. The impact of this model on Army, Navy, and Air Force research and development programs ran into the hundreds of millions of dollars.

In FY 77 FSTC agreed not to exceed an on-board average grade of 9.13 while maintaining a TDA average grade of 9.35. This action created some problems, particularly with the FSTC promotion program. In addition to the average grade limitation, a goal was set to limit to 86 the number of positions at GS-13 and above in FSTC and the two oversea teams under the operational control of FSTC. To achieve the average grade and high-grade goals and to realign resources toward the new generic threat tasking, a reorganization was undertaken. Because most of the reorganization affected the Intelligence Production Directorate, in June 1977 the six division chiefs assembled at the Federal Executive Institute, located in

Charlottesville, VA, and devised the reorganization with which FSTC concluded FY 77 (see appendix A). As the result of this reorganization one GS-15 and three GS-14 positions were converted to lower grades. In addition, the existing six production divisions were dissolved and were reconstituted into five new divisions shown in figure 9, appendix A. This reorganization provided not only for the reduction of senior-level positions and the average grade restrictions, but also permitted a more efficient and cohesive realignment of functions to obtain the maximum utilization of available resources. On the support side of the house, the former Foreign Activities Division was redesignated the Special Requirements Division and all FSTC elements dealing with human, signal, and photographic intelligence were combined in this single organizational entity. As a result, intelligence information reaching FSTC should improve.

In June 1976 Headquarters, DARCOM transferred the Foreign Materiel Program (FMP) to FSTC and provided one officer and two civilian spaces to support this function. Initially this element was placed with the command group, but experience indicated that, in the interest of economy and efficiency, the Foreign Materiel Program Officer should be located directly in the Technical Services Directorate. The Foreign Materiel Branch, Foreign Activities Division, was converted to the Foreign Materiel Program Office under the operational control of the FMP officer, who establishes policy and provides guidance. This move was effective 14 February 1977.

At the start of this period FSTC began to investigate word processing, a concept of centralized typing and final-copy preparation with advanced electronic equipment. This is designed to save time and increase efficiency in preparing drafts and final copy of scientific and technical intelligence studies. The National Archives and Records Service conducted a detailed feasibility study in February and March 1976, and again in July 1977. FSTC received the Adjutant General's approval and began testing equipment in September 1977, to continue through March 1978.

A full-time Equal Employment Opportunity Office (EEO) was established reporting directly to the Commander. A full-time EEOO was hired and three EEO counselors were selected from the FSTC workforce on an additional-duty basis. The EEO Committee developed a charter in the fall of 1976, and the first Federal Women's Day was held in January 1977.

In February 1976, a secure CIRC terminal was added to expand the library's on-line services. Access to commercially available open-literature data banks was expanded and a high speed CRT terminal-printer was installed on the unclassified CIRC system.

In May 1976, with the addition of the Data 360 data entry software on the computer, the Acquisition and Processing Branch began to enter all CIRC data by computer terminal, a command objective for FY 76. Data tapes produced from that time were on computer tapes rather than MTST. FSTC was the first CIRC contributor to change from MTST tape to computer tape entry for the CIRC system.

In December 1976, the Library automated card catalog was produced on computer output microfiche (COM), with access through a microfiche retrieval unit. A video tape player was added to the library, along with access to several collection programs providing video tapes. As FY 77 ended, a DIAOLS on-line secure terminal was added to the ever-growing list of on-line retrieval services.

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APPENDIX A.

HISTORY OF FSTC TABLE OF DISTRIBUTION AND ALLOWANCES CHANGES

This appendix provides background information on TDA changes made by FSTC since the Center was activated on 1 August 1962. The original TDA and organization charts for each organizational change are included as attachments along with a chart (fig 10) reflecting TDA strengths of each TDA processed through DARCOM (AMC). Although some of the reasons for TDA changes were not documented, they are due primarily to changes in emphasis on tasking which required the transfer of personnel, redesignation of divisions and branches, and reorganization of TDA elements. Of the 23 TDAs prepared through 28 September 1977, fluctuating in strengths from a low of 417 to a high of 550 requirements, four major reorganizations were presented, TDA-00, TDA-03, TDA-0175, and TDA-0178. The following provides a brief narrative of each TDA proposal made to DARCOM (AMC).

a. **INITIAL ORGANIZATION TDA:** At the time this TDA (fig 1) was being developed, the resources that had been part of the technical services were transferred to the Secretary of the Army, effective 16 February 1962. The production of technical service intelligence was also transferred to the Secretary of the Army who, in turn, assigned ACSI the responsibility for producing technical intelligence initially. ACSI was to organize the Foreign Science and Technology Center, using ACSI resources and those of the technical services that were currently producing technical intelligence. When the newly formed US Army Materiel Command was able to assume the responsibility for producing technical intelligence, the function would be transferred to this organization by ACSI. During the period between February and 1 August 1962, the TDA organization shown at figure 1 was developed, and on 1 August 1962, FSTC was officially established as a Class II activity under the US Army Materiel Command. The basic problem encountered was that the personnel resources to be used for the establishment of FSTC were from the Technical Services, and as such, were for the most part "hardware" oriented. On the premise that the "growing pains" period every new organization undergoes could be somewhat alleviated by placing personnel from each technical service into the same division, the organization shown at figure 1 was adopted. This organization had all division chiefs reporting directly to the Commander, and no staff, other than the Comptroller and Director of Programs, to assist. To man this new organization, former Technical Branch, ACSI personnel provided the nucleus for the Basic Sciences, and Weapon Systems Offices, and the Missile and Space Division. The Signal Technical Intelligence Office personnel were placed in the Communication and Electronics Division; the Chemical Technical Intelligence Office

personnel were placed in the Atomic-Biological-Chemical Division; the Ordnance Technical Intelligence Office personnel were placed in the Combat Materiel Division; and the Transportation Technical Intelligence Office personnel were placed in the General Equipment and Transport Division. The Comptroller and Director of Programs Office and the Support Division were manned by personnel who had performed similar specialties with their previous activities.

b. TDA-00–EFFECTIVE DATE 31 DECEMBER 1966: Following the movement of FSTC from the Arlington Hall Station to the Munitions Building, Washington, DC in September 1963, it soon became apparent that the initial organization had many faults. Civilian Personnel service was being provided on a part-time basis and considerable delays were being encountered in the recruitment process. The Security and Administrative Services functions became too unwieldy for the Support Division Chief to monitor or control, so they were each established as separate offices on a provisional basis. The Collection Requirements and Materiel Exploitation functions also had to be taken from the Support Division Chief's responsibility for the same reason. On the production side of the house, the lack of an intermediary level between the division and the Commander was also creating a problem. Despite the establishment of a Program Budget Advisory Committee, there was no level above division that could approve the publication of studies except the Commander. Another noted omission was the lack of a clearly defined element to handle automatic data processing. In 1965 USAMC took an active interest in assisting FSTC to develop a TDA that would be mission oriented. During 1965 FSTC was directed to prepare a TDA. This task was undertaken by the newly hired scientific advisor and the Adjutant. There was no single individual or TDA element charged with this task at that time. Following considerable discussion and coordination between FSTC and USAMC, the TDA-00 shown at figure 2 was submitted for approval. This organization provided a staff for the Commander consisting of a Civilian Personnel Office, a Security Office, a Plans and Operations Office, an Administrative Services Office, and the Office of the Comptroller. Of these staff offices, only the Civilian Personnel and the Plans and Operations Offices had to be established. The Security and Administrative Services Offices had already been functioning as separate entities, as had the Comptroller. On the production side of the house, two separate directorates were established, a Science Directorate and a Technology Directorate. The Science Directorate consisted of the Basic Sciences Office and the Weapon Systems Division. The Basic Sciences Office remained a small element while the former Weapon Systems Office was changed to a division with seven separate branches. None of these branches had more than six individuals assigned. The Technology Directorate consisted of the Atomic-Biological-Chemical, Communication and Electronics, Combat

Materiel, and General Equipment and Transport Divisions. The support side of the Center had the newly formed Support Directorate with the Collection Requirements, Research and Documentation, and Systems Research Divisions. The Collection Requirements Division had already been functioning as a separate element on an experimental basis, so with some personnel augmentation, it was operational. The former Support Division was renamed the Research and Documentation Division. For the most part, sufficient personnel were available to handle the information services and production support functions assigned to this division: The third division assigned to the Support Directorate was newly formed to provide the automatic data processing function for the Center, a function that had been overlooked when FSTC was first established. This TDA-00 was approved by AMC in June 1967 with an effective date of 31 December 1966.

c. TDA-01—EFFECTIVE DATE 30 JUNE 1968: (fig 3) During 1967 and early 1968 it was determined that the names of the directorates were somewhat misleading and that the Atomic-Biological-Chemical Division should be under the directorate responsible for science. The directorates names were changed from the Science to the Science and Technology Directorate and from the Technology to the Systems and Materiel Directorate. In the General Equipment and Transport Division, several branches were reorganized to provide personnel for the newly formed Aviation Branch and all branches were renamed to more accurately reflect functions being performed. The Aviation Branch was assigned the responsibility for helicopters, which was transferred from the Air Force to the Army in June 1967. This branch was formed entirely from resources within the division. On the Support side, the Photo Interpretation Branch was moved from the Weapon Systems Division to the Collection Requirements Division. The Research and Documentation Division renamed two sections in the Research and Data Branch and the former Pictorial Branch became the Technical Graphics Branch. Two sections in the Publications Branch were formed, one dealing with the editorial function and the other with the copy preparation function.

d. TDA-02—EFFECTIVE DATE 30 JUNE 1969: No organizational changes were made to this TDA.

e. TDA-03—EFFECTIVE DATE 4 SEPTEMBER 1971: The development of this TDA was preceded by the submission of a concept plan to AMC which had many changes from TDA-02. Some of the proposals contained in the concept plan were:

(1) Place all six production divisions under one directorate rather than two.

(2) Form three branches in the Sciences Division, which had previously been a vertical organization.

(3) Rename the Atomic-Biological-Chemical Division to the Technology Division; change the name of the Atomic Branch to the Explosives Technology Branch to more accurately reflect the expanded mission of the branch, which would include Explosives Ordnance Disposal and Mine Warfare; add Warfare to the Biological and Chemical Branches.

(4) Change the title of the former Weapon Systems Division to the Special Requirements Division and form three branches out of the six in TDA-02; branches were named the Special Projects, Command and Control, and Current Intelligence Branches.

(5) Form a new branch in the Communications and Electronics Division to be called the ELINT Branch utilizing resources from within the division.

(6) Change the title of the Combat Materiel Division to the Combat Systems Division and redesignate the branches the Artillery Systems, Infantry Systems, and Armor Systems Branches; add the Aviation Systems Branch, which would be transferred from the General Equipment and Transport Division.

(7) The General Equipment and Transport Division proposal was to transfer the functions and resources of the former Chemistry and Materiels Branch to the expanded Sciences Division; transfer the former Aviation Branch to the Combat Systems Division; form an Engineer Branch from internal resources.

(8) The former Research and Documentation Branch proposed separating into two separate divisions to be called the Information Services and the Production Support Divisions. The Information Services Division would assume the functions of the former Research and Data Branch and establish three branches to be called the Acquisition and Processing, Foreign Language Research, and Library Services Branches. The Production Support Division would take over the functions of the Publications and Technical Graphics Branches. The former Technical Editing and Editorial Publications sections were dropped as TDA paragraphs.

(9) The Systems Research Division and Systems Analysis Branch were redesignated the Computer Systems Division and the Analysis and Programming Branch.

The many problems encountered with this concept plan created a delay of over 7 months between the time of submission and the receipt of AMC approval. Some of the problems were AMC's reluctance to accept some proposed organizational changes, such as the three branch concept proposed for the Sciences Division, the reorganization of the Weapon Systems Division, the establishment of an ELINT Branch, the continuation of the Liaison Office at Wright Patterson Air Force Base, and the reestablishment of the Special Intelligence Branch. In addition, the FSTC proposed that all supervisors in the Combat Systems Division be converted from civilian to military. This was not approved by AMC. After further discussion, coordination, and concessions, the organization shown at figure 4 was approved by AMC in April 1971 and finally approved by the Department of the Army, in August 1971, with an effective date of 4 September 1971.

f. TDA-04–EFFECTIVE DATE 4 JUNE 1972: This TDA was submitted to AMC in the latter part of 1971. The principal changes were the establishment of a Flight Operations Office under the Support Directorate; the reestablishment of a Special Intelligence Branch in the Information Services Division; and the conversion of the Scientific and Technical Information Team–CONUS from a separate TDA unit to a new division in the FSTC TDA.

g. TDA-05–EFFECTIVE DATE 17 AUGUST 1972: TDA-05 was submitted to AMCPT on 23 June 1972. No organizational changes were proposed in this submission.

h. TDA-06–EFFECTIVE DATE 30 OCTOBER 1972: TDA-06 had no organizational changes.

i. TDA-07–EFFECTIVE DATE 30 APRIL 1973: TDA-07 had no organizational changes.

j. TDA-08–EFFECTIVE DATE 30 MAY 1973: No organizational changes were proposed for this TDA.

k. TDA-09–EFFECTIVE DATE 1 JULY 1973: This TDA change was made at AMC Headquarters primarily to drop the three telephone operators from the FSTC TDA, thereby reducing the civilian strength to 450.

l. TDA M10174–EFFECTIVE DATE 15 SEPTEMBER 1973: No organizational changes were made, but the findings of the June 1973 manpower survey were incorporated into this TDA. Strengths were adjusted to 29 officers, 2 Warrant Officers, 13 enlisted, and 454 civilians.

m. TDA M10274--EFFECTIVE DATE 15 JUNE 1974: No organizational changes were made and strengths remained the same as TDA M10174. This TDA reduced the average grade from 9.67 to 9.42, the first step in reaching a Center average grade of 9.20 imposed by AMC.

n. TDA M10175--EFFECTIVE DATE 15 DECEMBER 1974: (fig 6) This TDA was submitted for approval on 28 February 1974 and final DA approval was received in August 1974. Several organizational changes were made, but more important was the roll-back of the average grade from 9.42 to 9.20, a move that required downgrading many positions, including hard to recruit scientists and engineers. Organizational changes were:

(1) Eliminating the Materiels Branch, Sciences Division; transferring the spaces to the renamed Resources and Application Branch; renaming the Research Branch, Sciences Division, to the Research and Concepts Branch.

(2) Renaming the Technology Division to the Chemical-Biological-Explosives Division, to eliminate some confusion that had been associated with the term Technology.

(3) Redesignating the Special Requirements Division as the Military Capabilities Division and its branches, the Special Projects Branch as the Technical Threats Branch, Command and Control Branch as the Control and Readiness Branch, and the Current Intelligence Branch as the Foreign Concepts Branch.

(4) The Combat Systems Division was renamed the Weapon Systems Division.

(5) The Collection Requirements Division was renamed the Foreign Activities Division; the former Collection Liaison and Materiel Exploitation Branches were dropped and three new branches, the Foreign Information, Foreign Materiel, and Special Activities Branches were established.

(6) A new branch, the Printing Branch, was formed under the Production Support Division, utilizing six spaces from the Publications Branch, two from the Comptroller, one from the Chemical Warfare Branch, and one from the Acquisition and Processing Branch. This new branch was authorized to function as an Army Field Printing Plant.

(7) In the Computer Systems Division, the Analysis and Programming and Machine Operations Branches were dropped. The Information Systems, Modeling and Simulation, and Techniques Branches were established utilizing the 31 spaces in the division.

o. TDA M10275–EFFECTIVE DATE 15 JUNE 1975: (fig 7) Organizationally, the Chemical and Biological Warfare Branches were combined into one branch, the Chemical-Biological Warfare Branch. The ELINT Branch was moved from the Communications and Electronics Division to the Foreign Activities Division.

p. TDA M10176–EFFECTIVE DATE SEPTEMBER 1975: This TDA was submitted in April 1975 and approved in September 1975. There were no changes in organization or strength proposed.

q. TDA M10276–EFFECTIVE DATE NOVEMBER 1975: This TDA reflected a reduction of 1 civilian space caused by the transfer of the space to the new DA MILPERSCEN. No changes in the organization were proposed.

r. TDA M1017T–EFFECTIVE DATE JULY 1976: This TDA was submitted to pick up the HQ DARCOM Support Office transferred from HQ DARCOM to FSTC. This office was manned by one officer and two civilians, all R&D spaces. The civilian strength dropped again based on an erroneous conversion of seven US spaces to foreign national spaces. Three officer spaces were also withdrawn as part of the Army 16 division buildup.

s. TDA M1027T–EFFECTIVE DATE AUGUST 1976: This TDA was a vehicle to adjust the enlisted strength from 13 to 17. The additional 4 enlisted spaces were added to offset the loss of four officer spaces in TDA 017T. No other changes were made in organization or strength.

t. TDA M10177–EFFECTIVE DATE OCTOBER 1976: This TDA was submitted to pick up the seven civilian spaces that had been reconverted to US spaces in the FY 77 Program Budget Guidance. No changes to the organization were proposed.

u. TDA M10277–EFFECTIVE DATE 30 DECEMBER 1976: This TDA deleted the HQ DARCOM Support Office and established the Foreign Materiel Program Office under the Office of the Commander. An Equal Opportunity Office was also established under the Office of the Commander and the civilian strength increased to 456, a gain of 14 spaces over the previous TDA. No other organizational changes were made.

v. TDA X10178—SUBMISSION DATE 28 SEPTEMBER 1977: This TDA proposed a major reorganization caused by a requirement to reduce the number of GS-13's and above to 86 and to drop the TDA average grade to 9.35. In addition a tasking requirement to produce a series of generic threat studies projecting out to 20 years required the consolidation of some functions and the establishment of new functional areas. To meet these requirements the Intelligence Production Directorate was completely reorganized. Personnel were transferred to divisions that had been assigned their functional area of responsibility to eliminate any possible duplication of effort. In the staff area a new office, the Logistics Office, was formed utilizing the supply and transportation resources that had been assigned to the Administrative Services Office. The current intelligence function, formerly assigned to the Foreign Concepts Branch, Military Capabilities Division, was transferred to the Office of the Intelligence Production Directorate. Within this Directorate all divisions except the Sciences Division were renamed. In the course of the reorganization the Military Capabilities Division and its three branches were dropped, which allowed one GS-15 and three GS-14's to be converted to lower grades. The Sciences Division has three branches, the Nuclear and Physical Science, Scientific and Technical Estimates, and the Advanced Electronics Branches; the Military Technologies Division has three branches, the Applied Technologies, the Soldier Support, and the Chemical Warfare and Life Sciences Branch; the former Communication-Electronics Division was renamed the Electronic Systems Division with the Electronic Warfare, the Radar, and the C4 Branches; the Weapon Systems Division was renamed the Combat Arms Division with the Artillery, Infantry, and Armor Branches; the former General Equipment and Transport Division was renamed the Battlefield Systems Division with the Mobility, Engineer, and Aviation Branches. The Intelligence Support Directorate was redesignated the Technical Services Directorate and the Foreign Materiel Program Office was transferred from the Office of the Commander to this directorate. This office is augmented by the former Foreign Materiel Branch of the former Foreign Activities Division. The former Foreign Activities Division was redesignated the Collection Requirements Division. The former Foreign Information and the Special Collection Branches were combined into a new branch called the Collection Requirements Branch. The Imagery Branch was transferred from the Information Services Branch and redesignated the Imagery Analysis Branch and the ELINT Branch remained in place. There was no change to the Information Services Branch other than transferring the Imagery Branch to the new Special Requirements Division. In the Computer Systems Division the three branches were redesignated the Resources Planning, Application Development, and the Production Branches. This TDA was submitted with a strength of 22 officers, 15 enlisted, and 456 civilian spaces. Program Budget Guidance received after this TDA submission called for a reduction of 9 enlisted and 35 civilians from this total in FY 78.

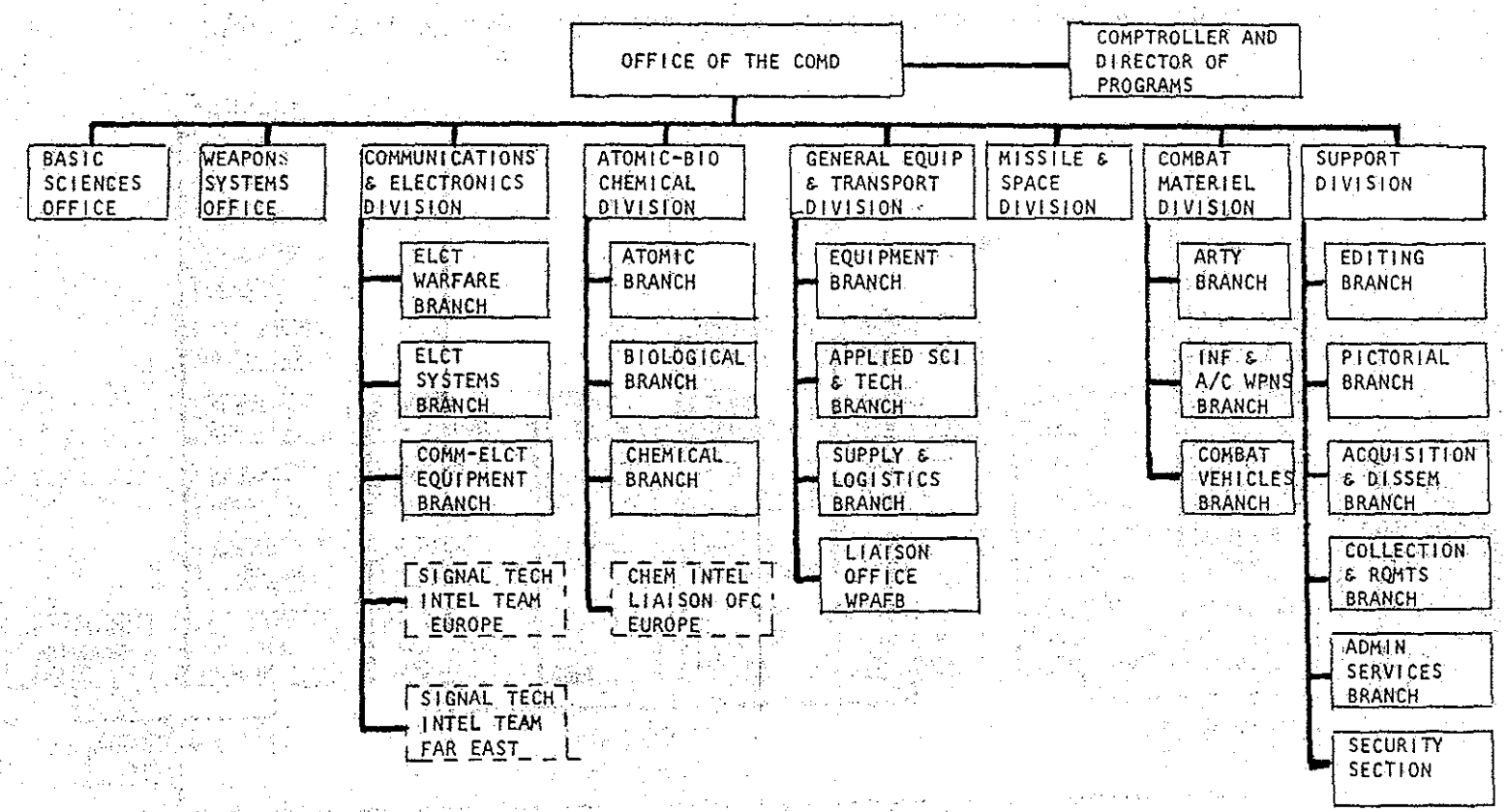

Figure 1. USAFSTC organization chart – 1 August 1962.

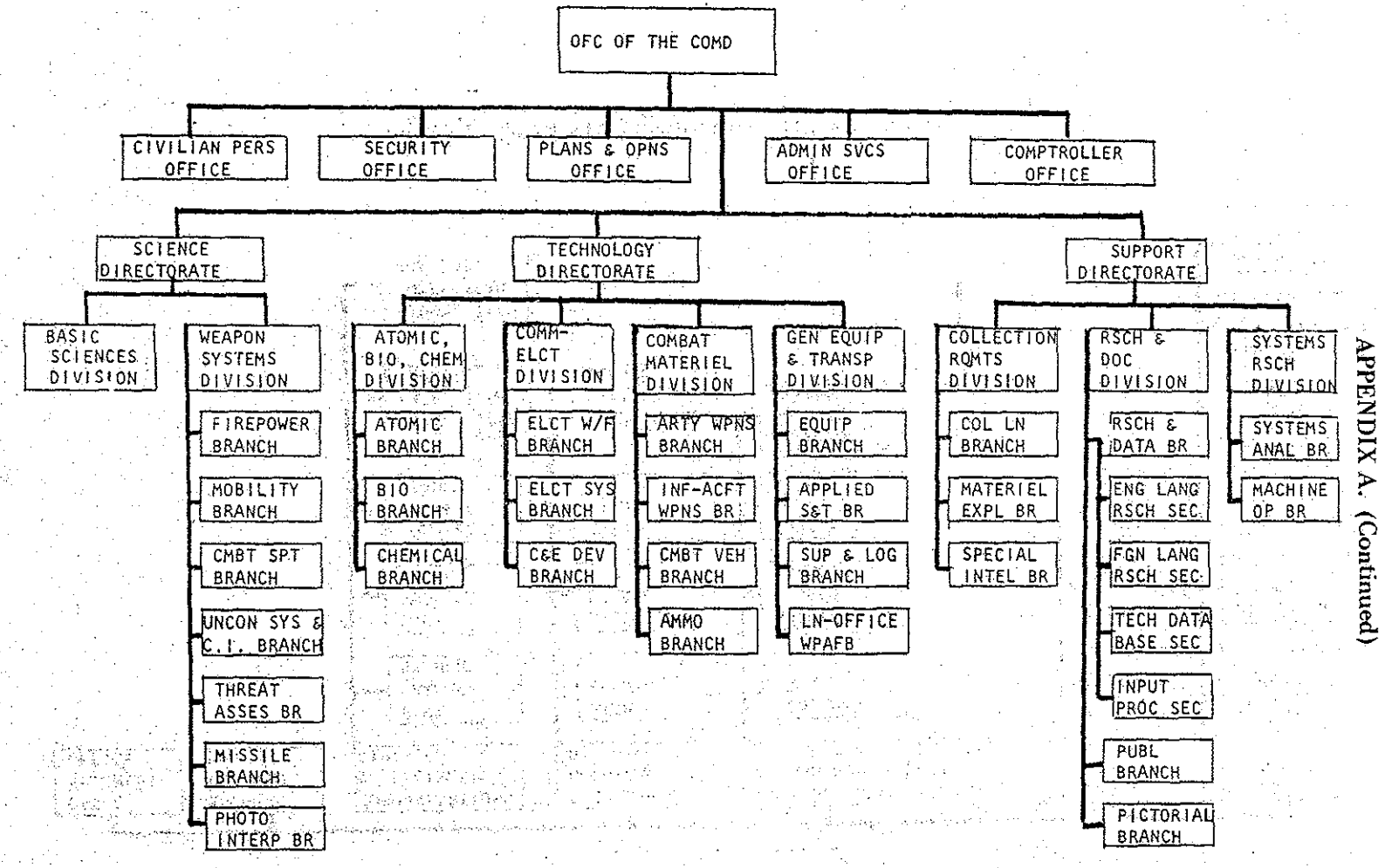

Figure 2. USAFSTC organization chart – TDA MIWOKPAA-00, 31 December 1966.

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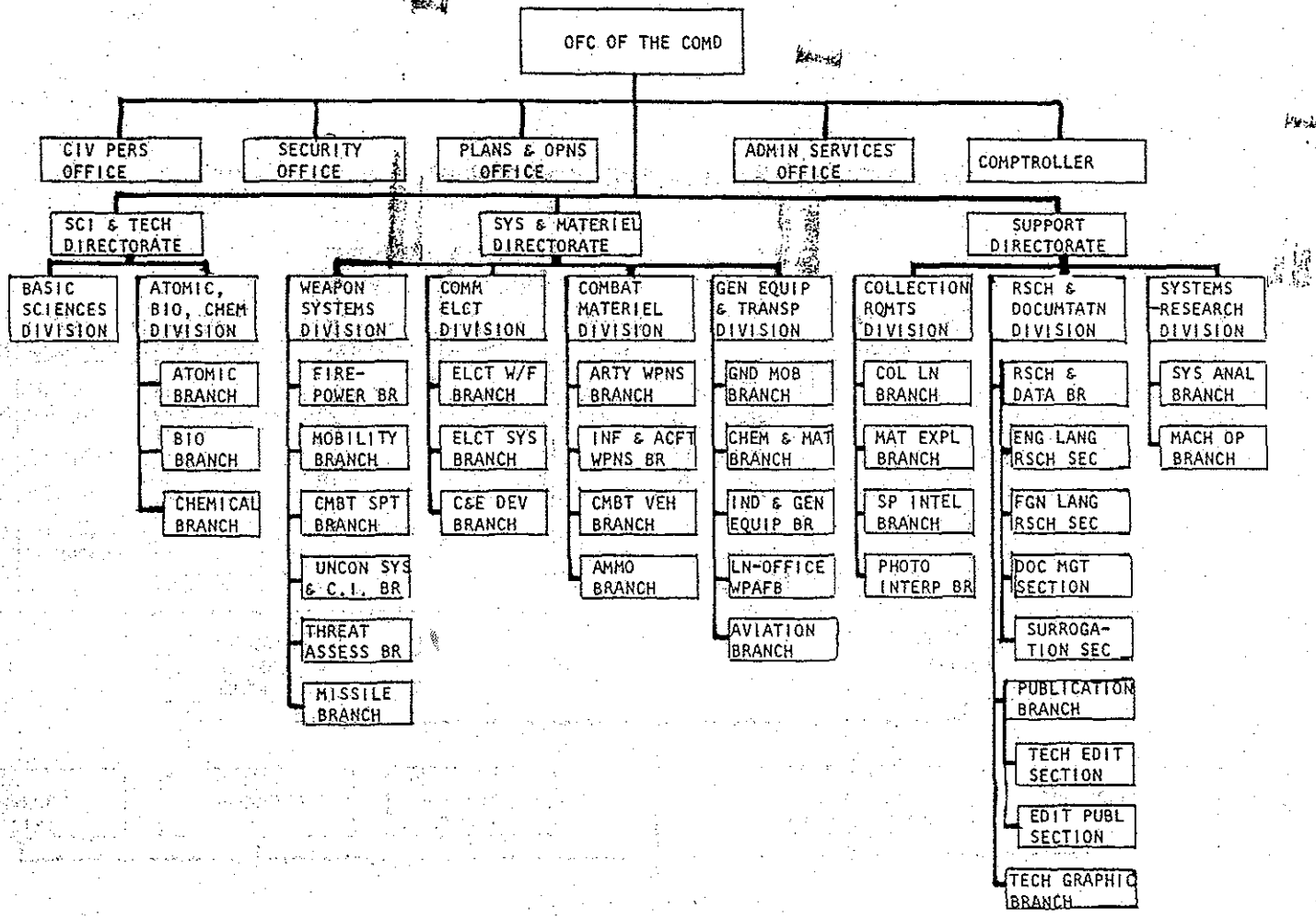

Figure 3. USAFSTC organization charts - TDA MIWOKPAA-01 & 02 – 30 June 1968 & 30 June 1969.

APPENDIX A. (Continued)

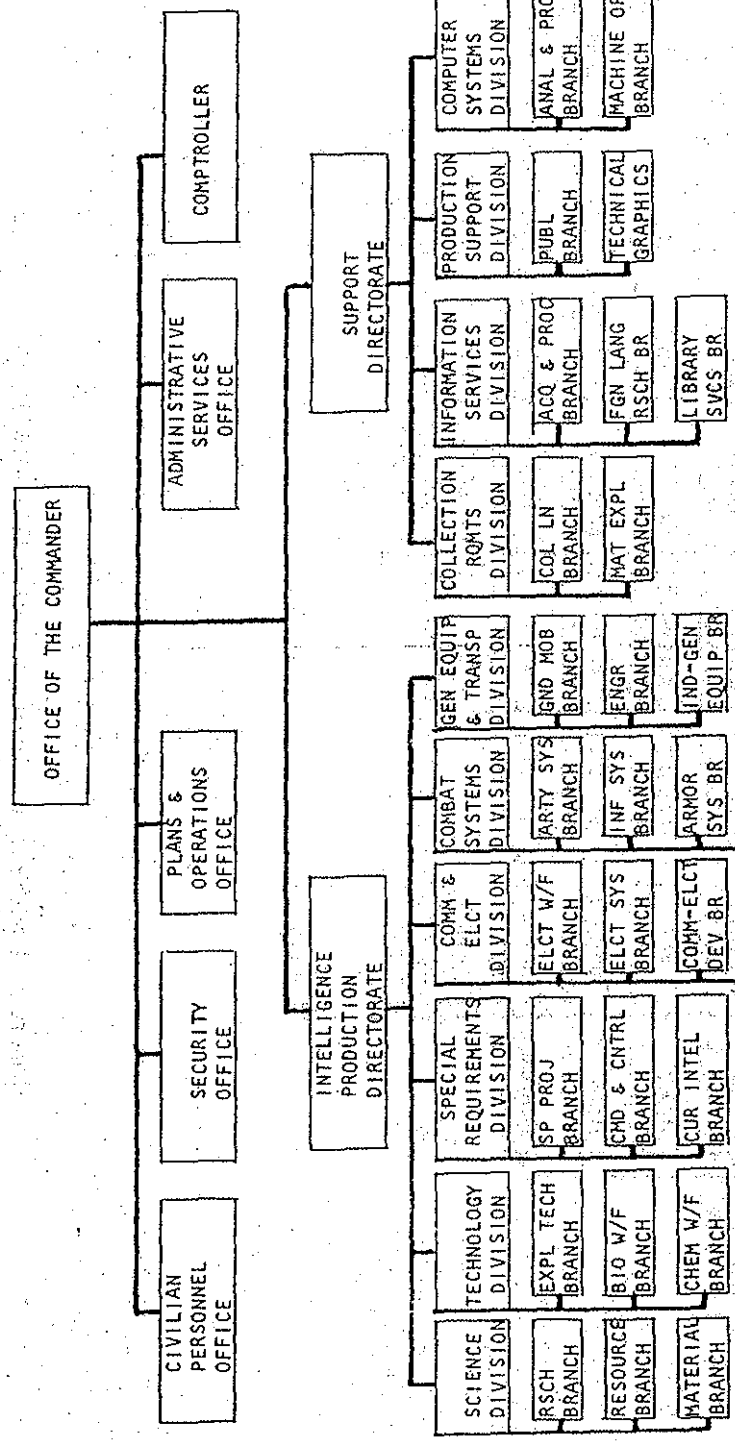

Figure 4. USAFSTC organization chart – TDA-03 – 15 May 1971.

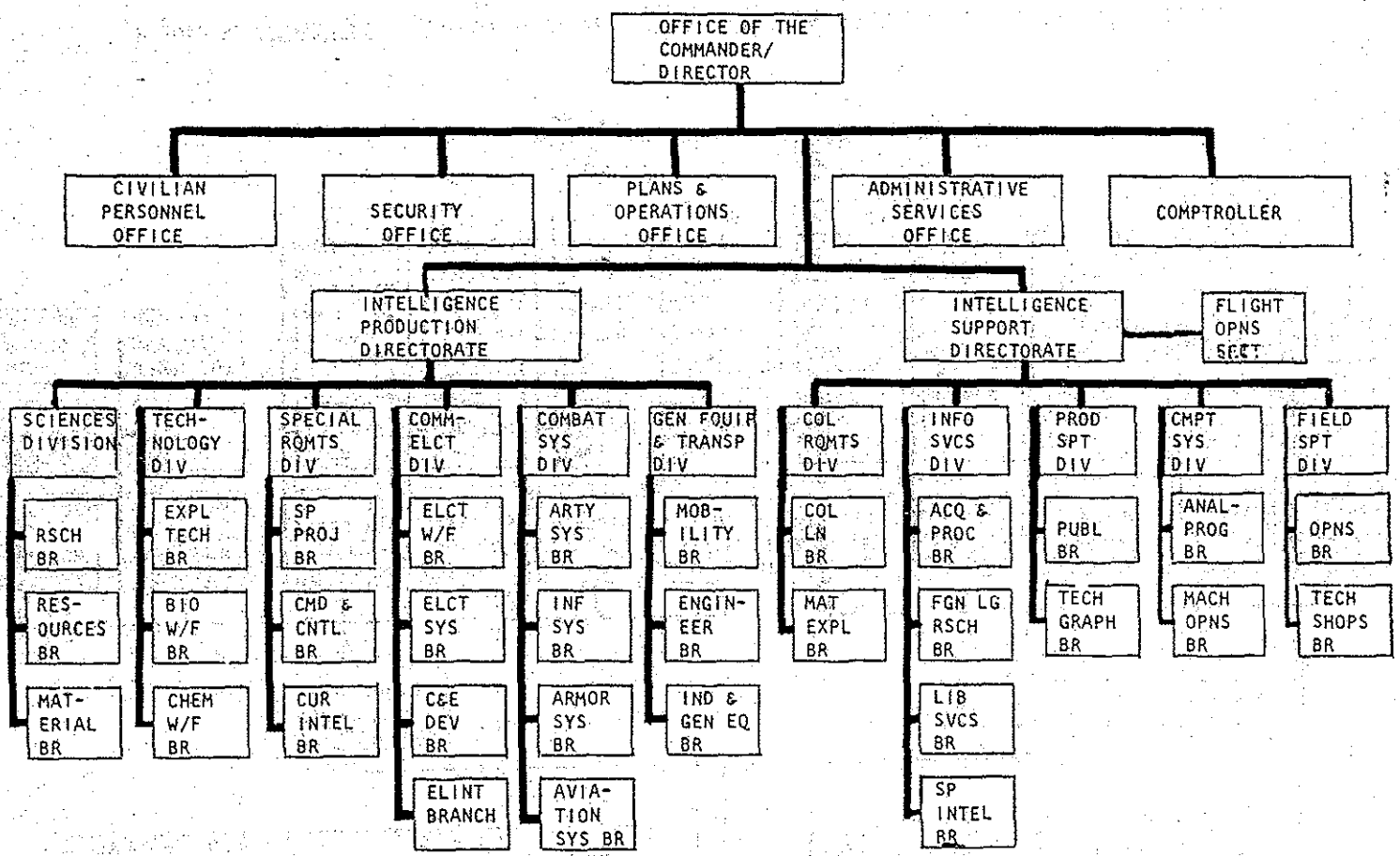

Figure 5. USAFSTC organization chart – MTDA MIWOKPAA-04 through TDA M10175.

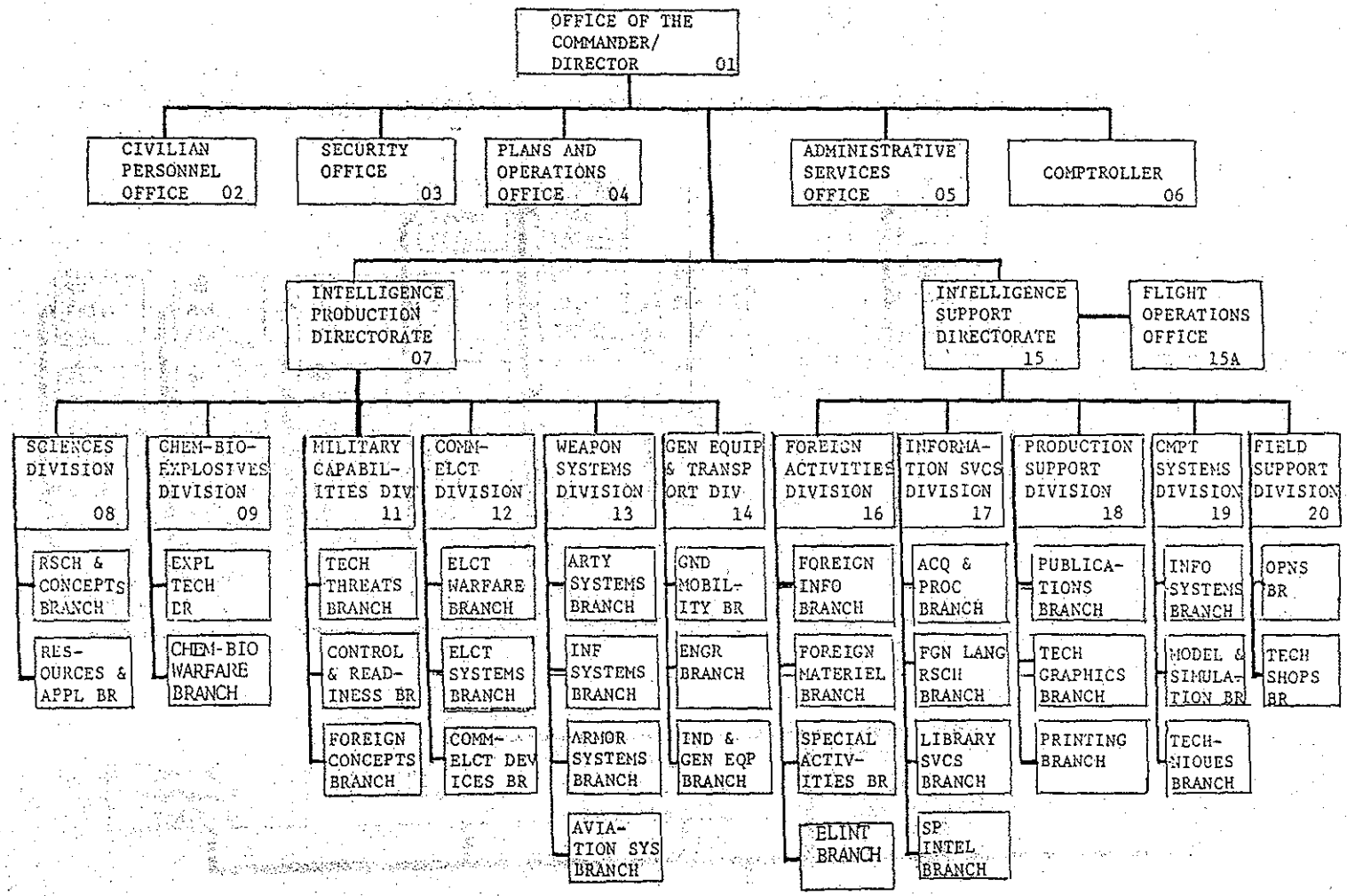

Figure 6. USAFSTC organization chart – TDA WOKPAA – CCNUM 0275 through 0276.

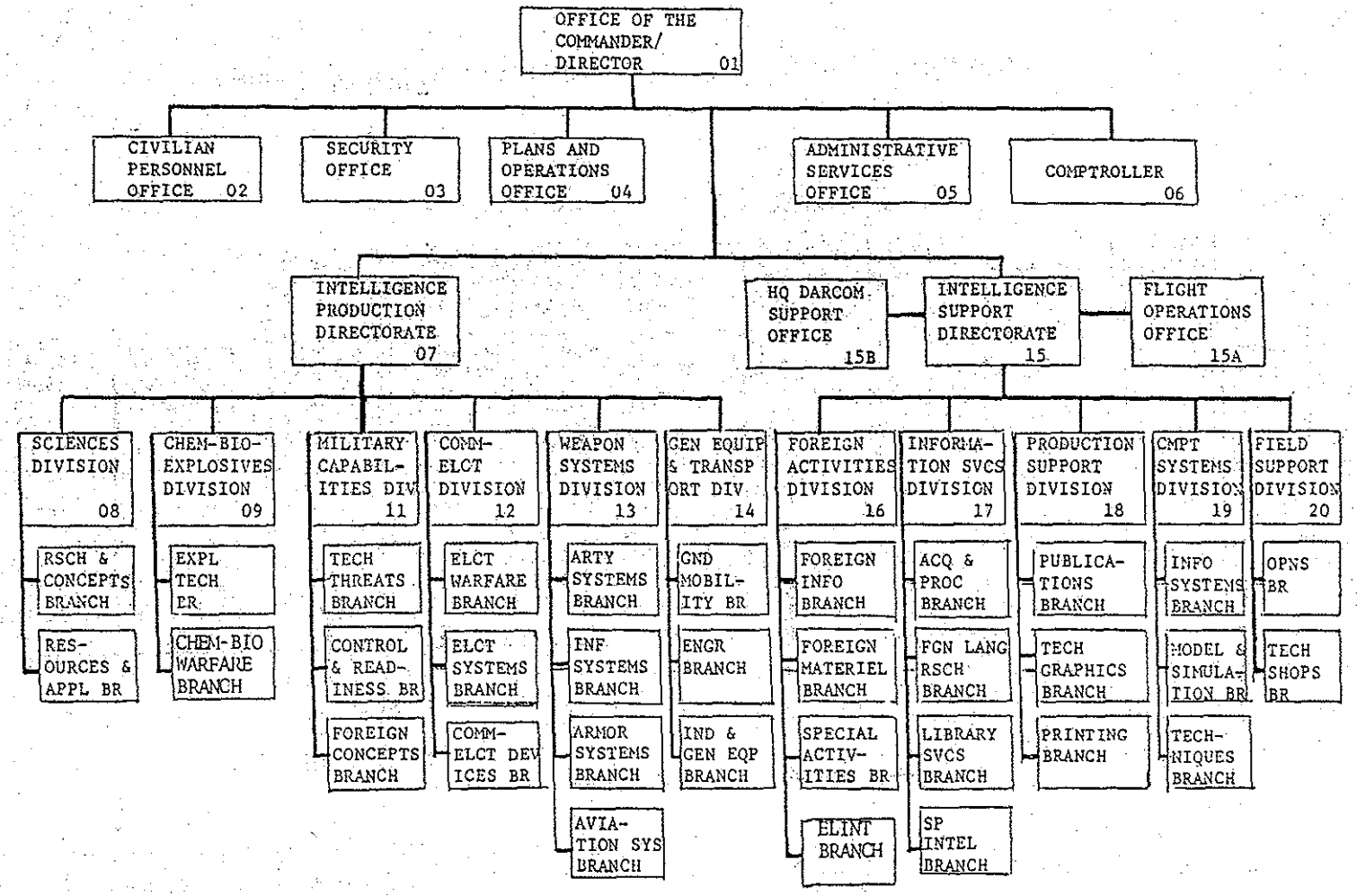

Figure 7. USAFSTC organization chart – TDA WOKPAA - CCNUM 017T through 0177.

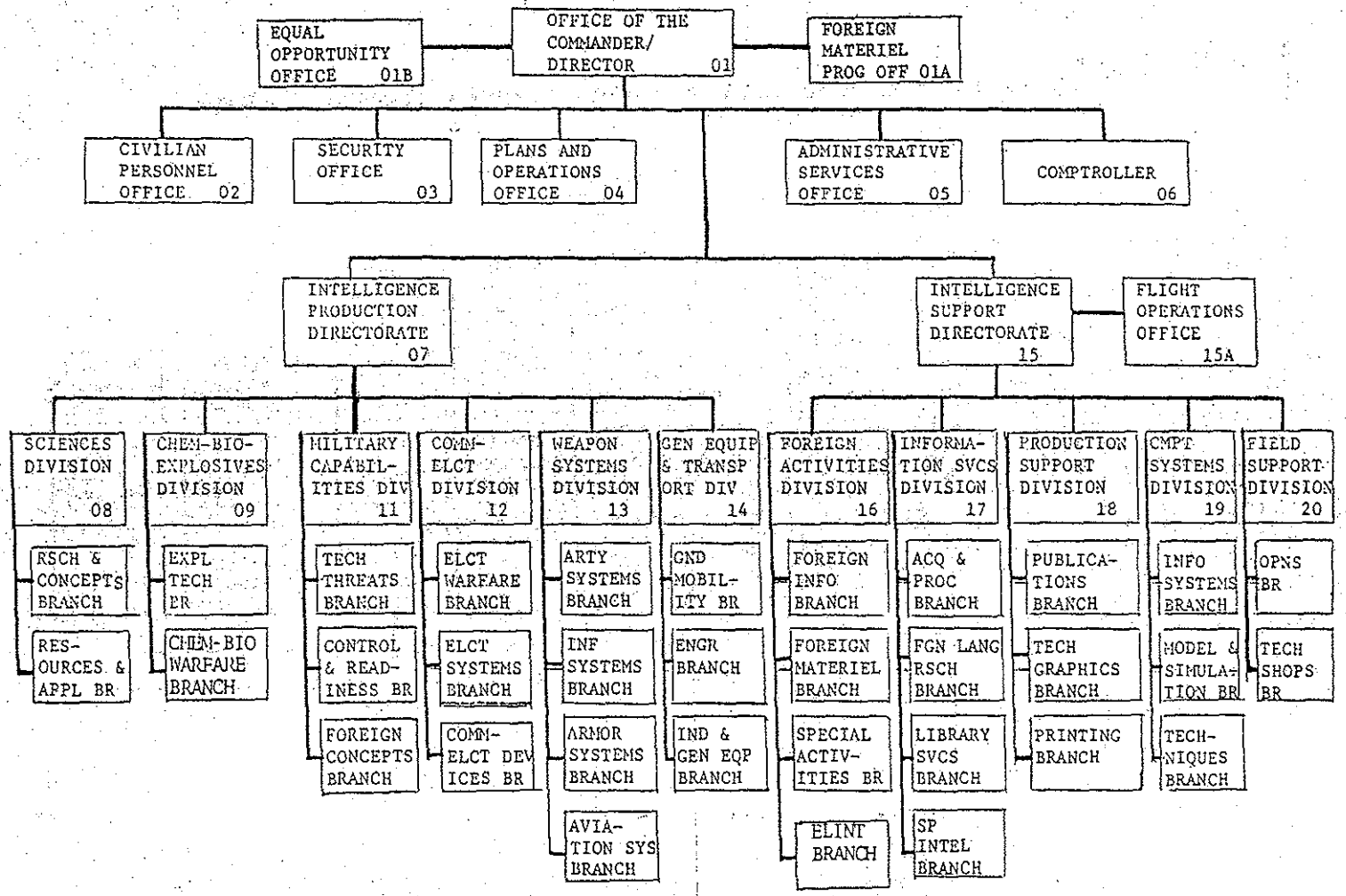

Figure 8. USAFSTC organization chart – TDA WOKPAA - CCNUM 0277.

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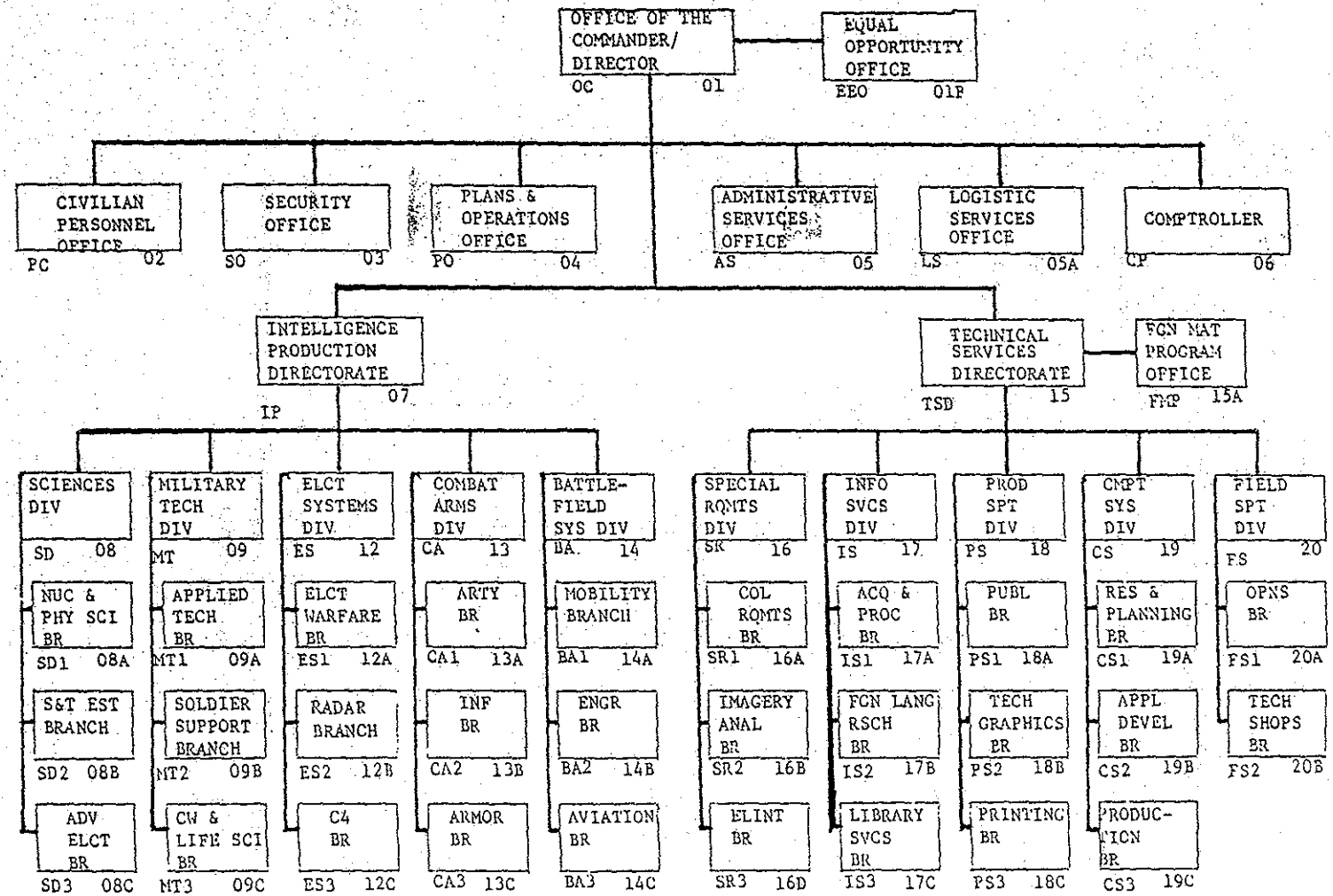

Figure 9. USAFSTC organization chart – TDA WOKPAA, CCNUM X10178.

APPENDIX A. (Continued)

FSTC Authorized Strengths Since Activation

DATE	OFF	ENL	CIV	TOTAL
1 Aug 62	83	54	363	500
31 Jul 66	65	5	331	401
30 Jun 68	49	11	366	426
30 Jun 69	41	11	365	417
4 Sep 71	35	10	437	482
4 Jun 72	30	12	432	474
30 Jan 73	30	17	466	513
30 May 73	30	17	453	500
28 Feb 74	31	13	454	498
30 Jun 75	28	13	451	492
1 Jul 76	25	13	449	487
1 Aug 76	25	17	436	478
15 Sep 76	25	17	443	485
30 Dec 76	22	13	456	491
28 Sep 77	22	15	456	493
1 Oct 77	22	8	421	451

NOTE: The above strengths do not include two oversea teams, except in the 1 Aug 62 strengths.

APPENDIX B.

CONCEPTS OF OPERATIONS (RELATIONSHIPS)

WITHIN DEPARTMENT OF DEFENSE

a. The Defense Intelligence Agency (DIA) is responsible for the overall management and review of all phases of the scientific and technical intelligence (S&TI) production cycle throughout the Department of Defense (DOD). DIA is specifically charged with review and supervision of the S&TI programs, projects, and activities of all DOD components and is authorized free and unrestricted access to all elements of the DOD intelligence community.

b. The Foreign Technology Division, United States Air Force Systems Command, and the US Naval Intelligence Support Center, US Naval Intelligence Command, and their respective subordinate units are sister S&TI production activities and, therefore, may directly task FSTC and its subordinate units for support, within the limits of capabilities and resources.

c. Unified and Specified Commands requesting S&TI information in support of valid requirements may request direct support from the FSTC subordinate units located within their area of responsibility. These FSTC subordinate units have operational support and host-tenant agreements within the appropriate Army component of the Unified and Specified Command. Formal S&TI production requirements are processed in accordance with DIAM 75-1.

d. All Army Commands and the Department of the Army staff, with the exception of US Army Materiel Development and Readiness Command and the Medical Information Intelligence Agency (MIIA) under the Office of the Surgeon General, may receive S&TI support from FSTC through the Assistant Chief of Staff, Intelligence (ACSI), Department of the Army. MIIA, a sister S&TI production activity, may directly task FSTC. ACSI, DA exercises general staff supervision over all Army intelligence activities.

OUTSIDE DOD

Departments, agencies, and other government entities may obtain assistance in the S&TI areas upon proper request for such information through DIA. Foreign governments may also receive S&TI support by submitting a request to DIA.

WITHIN US ARMY MATERIEL DEVELOPMENT AND READINESS COMMAND

a. The Director of the Development and Engineering Directorate, Headquarters DARCOM, directs and controls DARCOM foreign intelligence operations using the Associate Director for Foreign Science and Technology of the directorate as his executive agent. The Director exercises operating control over FSTC.

b. The Missile Intelligence Agency (MIA), US Army Missile Research and Development Command, has a dual working relationship with FSTC whereby it may directly task FSTC for S&TI support:

- As a DARCOM direct support customer.
- As a sister S&TI production activity.

c. The Commander/Director, FSTC, acting for the Director of Development and Engineering Directorate, directs the development and manages the FSTC portion of the DARCOM Foreign Intelligence Program by:

- Developing, justifying, and submitting the FSTC portion of the DARCOM Foreign Intelligence Program and Budget and contributions to the General Defense Intelligence Program (GDIP).
- Implementing assigned portions of approved programs.
- Managing the US Army Foreign Materiel Exploitation Program for DARCOM.
- Managing the oversea S&TI resources utilized to gather data and information in support of the Army spheres of interest.

APPENDIX C.

TASKING PROCEDURES

All tasking originates from the consumer and, except for Quick Reaction tasks (responses required in less than 10 days), is validated by DARCOM HQS (DRCDE-F), ACSI, DA, or DIA. Requirements are submitted on DD Form 1497, intelligence production requirement (IPR), to DARCOM (DRCDE-F) or ACSI, DA. DARCOM IPR's are submitted to DIA-FIR (ACSI, DA), who in turn forwards the IPR's to DIA. Both DARCOM and ACSI, DA can levy the requirement directly on the production agency without referring it to DIA, providing less than 500 manhours are required to complete the requirement. These are called direct support tasks. If the requirement is validated by DIA, they prepare a tasking worksheet (DIA Form 424) and return it through command channels to the production agency. The total production resulting from DIA requirements levied by means of the DIA Form 424 and other types of production requirements is attached to this appendix.

Quick reaction tasking may be received directly from a government agency or it may be directed to any of the military headquarters and routed to FSTC from those headquarters. Responses to quick reaction requirements are normally returned directly to the requestor, with information copies of the transmittal letters to ACSI, DA or DARCOM, DRCDE-F. FSTC has a direct link, the DARCOM Foreign Intelligence Offices, located with DARCOM major commands, laboratories, etc., for the exchange of information. Tasking normally is forwarded through DARCOM, DRCDE-F with the responses returned directly to the FIO.

DIA tasks levied by the DIA Form 424 are formally scheduled by DIA for annual production based on the consumer stated needs for the intelligence. Intelligence studies, trend studies, handbooks, materiel catalogs, and special-purpose studies are produced in accordance with the annual production schedule. Drafts of these products are reviewed and approved by DIA or, in a few instances, by ACSI, DA. Distribution lists for these products are based on statements of intelligence interest (SII) maintained by DIA, ACSI and FSTC for military units throughout the world.

FSTC is the US Army manager of the Foreign Materiel Exploitation Program. In addition to supervising the operations of the two oversea collection teams, FSTC coordinates all exploitation and supervises the reporting of exploited foreign materiels and equipment obtained. Foreign Materiel Exploitation Reports are disseminated according to DIA distribution lists.

Foreign translation services are provided based on requests received directly from consumers. On an average, almost 1800 documents are translated each year. Translations are normally returned directly to the requestor with a limited additional distribution based on known interest.

Supporting inputs to other scientific and technical intelligence producing agencies are identified in the DIA Form 424 tasking documents. Specific supporting requirements for each product are levied directly on the supporting agency by the primary producer by letter. FSTC levies support requirements directly on other governmental S&TI agencies and on governmental reference libraries and research institutions. The response is normally direct.

Collection requirements are forwarded to DIA for validation and levy on the appropriate collection agency.

PRODUCTION STATISTICS

FY 1971 – 1977

DIA Tasking Completed	FY 71	FY 72	FY 73	FY 74	FY 75	FY 76	FY 77	AVG
Scheduled Tasks	139	173	140	133	138	118	132	139
(Primary)	(103)	(125)	(93)	(95)	(93)	(78)	(93)	(97)
(Support)	(36)	(48)	(47)	(38)	(45)	(40)	(39)	(42)
Scheduled Products	204	297	310	213	255	227	276	255
(Primary)	(148)	(265)	(233)	(174)	(205)	(183)	(234)	(206)
(Support)	(56)	(32)	(77)	(39)	(50)	(44)	(42)	(49)
Hardcover Studies	90	121	73	89	98	83	110	95
Unscheduled Products	755	670	700	282	454	397	317	511
Foreign Materiel Exploitation Reports	102	84	72	79	98	149	221	115
Translations – Fgn S&T	574	1030	1689	2504	2196	2420	2146	1794
Quick Reaction Tasks	607	725	952	877	691	477	631	709
DA Tasking Completed	**FY 71**	**FY 72**	**FY 73**	**FY 74**	**FY 75**	**FY 76**	**FY 77**	**AVG**
Direct Support	368	239	86	101	110	107	87	157
Quick Reaction Tasks	804	1127	1180	1777	1638	1757	2071	1479
Collection Actions (All Tasks)	1177	1260	1259	831	812	811	1672	1117
Briefings	443	447	480	950	275	673	477	535
Visitors to FSTC	200	190	180	360	508	288	922	378

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APPENDIX D.

DARCOM Regulation 10-5, "The US Army Foreign Science and Technology Center

*DARCOM-R 10-5

DEPARTMENT OF THE ARMY
HEADQUARTERS US ARMY MATERIEL DEVELOPMENT AND READINESS COMMAND
5001 Eisenhower Ave, Alexandria, VA 22333

DARCOM REGULATION
No. 10-5

13 July 1976

Organization and Functions

US ARMY FOREIGN SCIENCE AND TECHNOLOGY CENTER

1. Purpose. This regulation prescribes the mission and major functions of the US Army Foreign Science and Technology Center (AFSTC).

2. Mission. To provide all-source, worldwide foreign intelligence in assigned areas to meet the requirements of DARCOM elements. To maintain and operate specialized collection activities, and collect foreign scientific and technical intelligence in response to validated requirements. To develop, maintain, and disseminate foreign scientific and technical intelligence concerning sciences, technologies, and ground forces materiel (other than surface-to-surface, surface-to-air, and antiballistic missile systems) in response to validated production requirements. To direct and control assigned activities.

3. Major functions. The principal functions of AFSTC, as designated in DARCOM-R 381 series, or delegated to the Commanding Officer, AFSTC, are:

a. Develops and maintains a technical proficiency for continuing scientific and technical intelligence operations in the DIAM 75-1[1] prescribed tasks or task units assigned as either a primary or a supporting responsibility.

b. Develops and maintains a data base of scientific and technical intelligence, covering those tasks or task units assigned to Army (DARCOM) as either a primary or supporting responsibility, and further assigned to AFSTC as either a primary or supporting responsibility.

*This regulation supersedes AMCR 10-5, 11 February 1972.

[1] This publication may be obtained through the Defense Intelligence Agency, ATTN: DS4C, Washington, DC.

c. Exercises DARCOM-wide program management, within established guidance, of all in-house and external assistance efforts in those tasks or task units assigned as a primary responsibility.

d. Develops and maintains technical relations, through the appropriate foreign intelligence office, with those DARCOM elements assigned research, development, and engineering responsibilities.

e. Prepares scientific and technical intelligence studies, reports, findings, contributions (inputs) to other agency studies, and other projects that are validated by the Defense Intelligence Agency (DIA) within available resources. Provides supporting material required by the US Army Missile Intelligence Agency (MIA), US Army Missile Command, in those tasks or task units assigned to that agency as primary responsibility, and to AFSTC as supporting responsibility within available resources.

f. Provides representation required in support of DARCOM; Assistant Chief of Staff for Intelligence (ACSI), DA; and DIA, on joint, national, and international scientific and technical intelligence committees, boards, and groups related to those tasks or task units assigned to AFSTC as either a primary or supporting responsibility.

g. Manages the DARCOM Foreign Materiel Program in accordance with policy and guidance provided by Headquarters, DARCOM. Solicits and coordinates requirements for foreign materiel acquisition/exploitation with applicable DARCOM elements and other agencies/services, as appropriate. Prepares and forwards yearly program submission to DRCDE-P. During year of execution, receives program funds from Headquarters, DARCOM and distributes to the field as appropriate. Prepares/coordinates exploitation plans for approval. Supervises execution of the materiel exploitation. Maintains applicable management records and provides related status reporting to higher headquarters. Insures that exploitation reports satisfy requirements and are published and properly distributed.

h. Coordinates, operates, and manages quick reaction capability (QRC) operations for OCONUS Foreign Materiel acquisition/exploitation, in accordance with higher headquarters guidance. Solicits requirements and establishes work priorities and funding program. Formulates QRC plan and coordinates, as required, QRC Team staffing with appropriate DARCOM commands/activities, and forwards for approval by DARCOM. Obtains and supervises distribution of funds. Establishes office of record for all documentation and photography. Upon direction of DARCOM, publishes OCONUS travel orders for DARCOM team members. Briefs and arranges for travel of personnel and support equipment and extraction of foreign materiel as required. Provides contingency plans for AFSTC/MIA Staff augmentation necessary to accomplish increased workload caused by QRC mission.

i. Provides support to Army intelligence collection efforts and coordinates the DARCOM program for collection of foreign scientific and technical information.

j. Provides for the training of personnel and units as assigned.

k. Determines an intelligence contractor's need to know concerning non-Army originated intelligence material and obtains release of the material for the contractor.

l. Receives, evaluates, and validates direct-support scientific and technical intelligence requirements from DARCOM, DA, DOD, and other US Government elements.

m. Provides required scientific and technical intelligence direct support justified by DARCOM elements and other intelligence consumers.

n. Approves distribution of scientific and technical intelligence documents for any tasks or task units for which AFSTC is assigned primary responsibility.

o. Provides support for the accomplishment of the foreign intelligence mission of the Director, Development and Engineering, Headquarters, DARCOM. Support includes assisting in the development of intelligence production requirements (IPR) for the headquarters; assisting in the review and processing of IPR's from all other elements of DARCOM; maintenance of the DARCOM-wide "master list" of associated research and development projects/ tasks and intelligence tasks; assisting in the development of the Headquarters, DARCOM, Statement of Intelligence Interest (SII); receiving and processing of SII's from all other elements of DARCOM for DARCOM; assisting in the development of Central Information Reference and Control (CIRC) profiles for Headquarters, DARCOM; assisting in the accomplishment of the DARCOM-wide Intelligence Product Evaluation Program. Responding to specific Headquarters, DARCOM, requests for intelligence data, e.g., procuring information, researching, providing analysis, providing oral and written briefings, providing documentation and CIRC support; assisting in the development and processing of special intelligence clearances; assisting in the maintenance of a limited Headquarters, DARCOM, intelligence data base (excluding document receipt and control); assisting in the conduct of DARCOM's Foreign Intelligence Office (FIO) inspections.

p. Assists in the manning of the Headquarters, DARCOM, Operations Center upon call.

DARCOM-R 10-5

4. Relationships. The Director, Development and Engineering, Headquarters, DARCOM, will exercise operating control over AFSTC.

(DRCPA-O)

FOR THE COMMANDER:

OFFICIAL:

ROBERT L. KIRWAN
Brigadier General, USA
Chief of Staff

G. J. HAROLD
LTC, GS
Adjutant General

DISTRIBUTION:
A and B

APPENDIX E.

LISTING OF FSTC RELATED ORDERS AND REGULATIONS

1. GO 5, AMC. 26 July 1962.

   Placed the US Army Chemical Corps Intelligence Agency
   " " Ordnance Technical Intelligence Agency
   " " Signal Corps Intelligence Agency
   " " Transportation Intelligence Agency
   " " Quartermaster Intelligence Agency
   under the jurisdiction of CO, AMC.

2. GO 10, Hqs. AMC. 17 August 1962.

   Effective 1 August 1962. Organized FSTC from the above tech agencies and assigned it a new AMC TD.

3. DA GO 57. 27 September 1962.

   Effective 1 August 1962. Official Department of the Army establishment of FSTC.

4. AMC Regulation 10-5 (periodically updated).

   Establishes organization, mission, and functions of FSTC.

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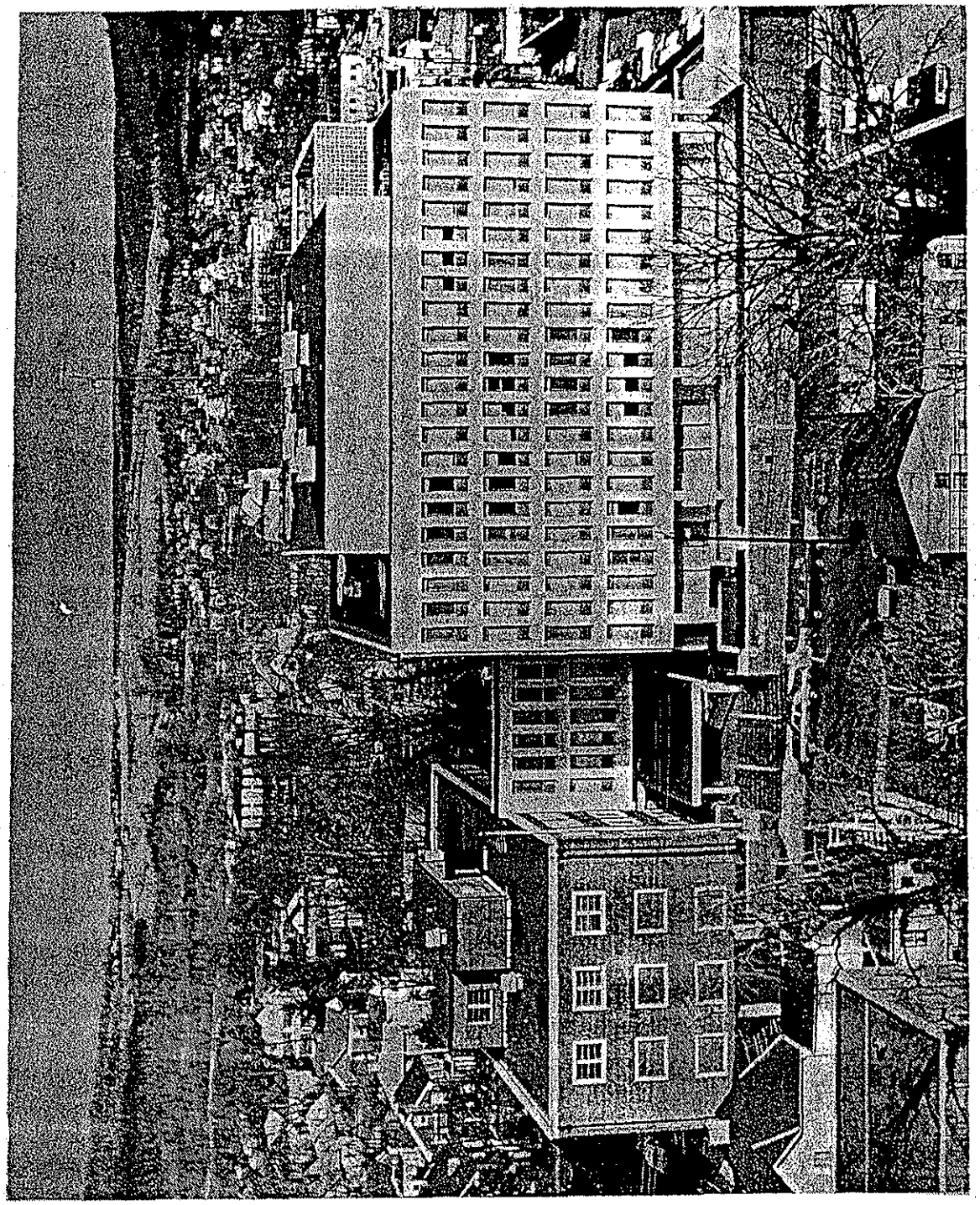
APPENDIX F.

FSTC CHARLOTTESVILLE LOCATION



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